Robinson Maites
PROMOTIONAL MARKETING

February 27, 1996

Ms. Jennifer Lichtman
Brand Assistant -- Cambridge
Philip Morris USA
120 Park Ave.
New York, NY 10017

Re: Can we make this work?

Dear Jennifer:

This letter requests that you re-consider your decision to exclude us from further work on the Cambridge Supermarket Program.

SUMMARY

When we spoke on Friday, you stated that we were being excluded from further work on the Cambridge Supermarket Program because the cost of doing further development work with us was too high and because the work presented in our last meeting was not "break-through".

This asks that you re-consider that decision, based on the following benefits that Robinson & Maites can provide to the Cambridge Brand group:

- We will save you time in implementing the program
- We can design the test program to accommodate any budget figure you assign.
- We can address a new strategic objective of "Break-Through" (once we understand what "break-through" means).
- We will provide creative work that meets your expectations.

DISCUSSION

We will save you time in implementing the program. After hearing your specific issues with respect to our last presentation, we can be back with program revisions in 10 days. We know the markets, the chains and the issues. We have no learning curve. We can come back with work faster and that work will be "closer to the mark" than anyone else's first pass. If programs are designated for production, we can save you time in the production process as well.

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We can design the test program to accommodate any budget figure you assign. Even though our estimate of $195M was "under $200M" as you directed on 2/9/96, we can accommodate any budget figure you assign. As was discussed in several conversations, our estimate assumed multiple, small runs of 4-color materials, incorporating multiple black plate changes for various store identities. If a budget has now been determined that does not allow for our assumed scenario, we can adjust the components to meet your budget.

We can address a new strategic objective of "Break-Through". Even though our creative objectives were originally focused on retail acceptance, visibility and applicability across multiple chains and markets, we can now incorporate "break-through" (if you can clarify your definition for us) as an additional objective.

We **will** provide creative work that meets your expectations. At Robinson & Maites, we pride ourselves on exceeding our clients' creative expectations (as we do with the Corporate Direct and the Marlboro Group). Frankly, we are somewhat surprised since we thought that our work was well-received in our meeting and since the issue of creativity was never raised in our six subsequent conversations. Nevertheless, we would be happy to provide you with more program ideas if you wish. Even though we had quoted a figure of $13M to do all necessary revisions, we would be happy to provide a reasonable number of revisions at no additional charge.

Jennifer, we don't make "no charge" offers very often, but we regard our relationship with you very highly. We are troubled that, after what we perceived was a good meeting with constructive feedback and subsequent requests, the evolved perception of our work became so low that we can't "make it right". That thought is very troubling to our entire team because we're not accustomed to unsatisfied clients.

Jennifer, I would like to discuss this with you very much at your earliest convenience. I sincerely hope that we can help you implement this program successfully. I firmly believe that we can do an excellent job for you.

Best regards,

Jim Kaczkowski

Jim Kaczkowski
Account Supervisor

CC: D. Beran, N. Conrad, M. Murphy, D. Himmel, PM
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